

# THE PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS  
SOCIETY OF AMERICA

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MARCH, 1950

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## **EMPLOYEE RELATIONS AND ECONOMIC UNDERSTANDING**

By HAROLD MANSFIELD

## **HUMAN RELATIONS — KEY TO A NEW ERA**

By W. HOWARD CHASE

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## THE PUBLIC RELATIONS JOURNAL OF THE PUBLIC RELATIONS SOCIETY OF AMERICA

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# PR JOURNAL

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## What About Seminars?

GROWTH OF SEMINAR INTEREST is apparent in all sections of the country. The present administration of the Public Relations Society of America, matching the expressed desire of the membership for broadening the understanding of public relations methods and procedures in all areas where the work is being done, has been encouraging the movement as Society facilities allow.

This encouragement has taken the direction of helping chapters and other local sponsoring groups to plan these one, two or three-day sessions, provide speakers of experience and worth in our field, and direct regional and national attention to the events. The pattern of successful conferences has generally consisted of building a program around local and national problems susceptible to solution by broadened understanding of public relations procedural techniques, with speakers from both local and national spheres of influence bringing their thought and discussion to the meeting. Panel presentation with question and answer periods not only elicits discussion that is factual and worthwhile but enhances the part played by each attendant. The result has been overcrowded sessions and enthusiastic response.

There is little use for pomp or pontification. Facts, clearly presented — unvarnished case histories — and a willingness to unwrap the problem in the full light of professional scrutiny are in order.

J. Handly Wright, W. Howard Chase and Robert L. Bliss — the Society's President, Vice President and Executive Vice President respectively — have recently taken active part in the preparation and presentation of several meetings on the west coast. Some of the papers developed at these meetings are presented in this issue of *The Journal*. Others will follow in succeeding issues.

In Los Angeles, January 30, a chapter meeting developed interest in reporting on general developments in the field of public relations; industrial relations; and projection of a corporate public relations department's program.

In San Francisco, the Bay Area Chapter, PRSA, sponsored an excellent one-day seminar, February 1, that was outstanding for organization and content. Active participation by representatives of industry, daily and agricultural press, banking, labor, social service groups and education

developed discussion of stature and character. A labor leader frankly discussed his program and problems. A leading daily newspaper editor addressed himself to closer understanding by the press of the role of public relations practitioners and an appreciation of the problems and traditions of established media by public relations people. At a noon meeting 350 San Francisco business leaders heard a distinguished presentation of the case for understanding of human relations considerations in management problems, by W. Howard Chase.

In Seattle, February 5, a spirited panel of local representatives of public relations and management addressed themselves to the problems of formal education in public relations, consumer relations, public relations for small businesses, industrial programs, community service agency programs and trade association public relations problems. As in San Francisco, local business leaders attended a general city-wide luncheon highlighting the problems which the seminar had under study.

Some future seminar developments in which the Society will participate include: University of Southern California, Los Angeles, April 20-21; Tulane University, New Orleans, May 18; Pacific Northwest Institute of Business Leadership, University of Washington, Seattle, June 15-16; a series of institutes running currently under the auspices of PRSA's New York Chapter; and conferences to be sponsored by the Honolulu and St. Louis Chapters of PRSA with dates still to be announced.

Seminars produce an exchange of ideas. Meeting content, both as to problem study and consideration of technique, is critical, constructive and direct. Discussion finds little place for platitudes or "speech making." Stimulation of a broader general interest in public relations — growth of a public relations program for the institution of public relations — can be considered a direct result of "the seminar development." Certainly we are broadening the horizons of our work and the business community's understanding of it. We are talking less to ourselves. The 1950 early beginnings of this activity by the national Society hold great promise for development of continuing practical sounding board for our craft.

—R. L. B.

# EMPLOYEE RELATIONS AND ECONOMIC UNDERSTANDING

BY HAROLD MANSFIELD\*

Director of Public Relations and Advertising, Boeing Airplane Company, Seattle

MANY WRITERS have referred to the need for good employee relations in order to have good public relations. I am going to center on just one phase of this — the need for economic understanding. This may be a dull sounding name for it, but it is of utmost importance to all of us at this time. I don't propose to tell you how to obtain it. But I do want to point up the problem, and to ask some pertinent questions.

*Understanding* is certainly one of the principal objectives of public relations.

A few years ago the delegates to an international aviation conference were guests at the Boeing plant in Seattle. Because of those present, we did not show them the entire plant, but showed them through a commercial Stratocruiser transport. This involved considerable waiting because the group was large. During the delay the head of the Russian delegation came up to me and asked:

"Are you the manager?"

I disillusioned him of this but said I was in charge of the party, was there anything I could do for him?

"Yes, I'd like to ask you some questions," he said very courteously.

"Fine, I have some I'd like to ask you too," I said, delighted at the opportunity to parry any of his questions that were consequential but to try in turn to learn something of his attitude toward us. We talked for a long time — forty-five minutes. Finally I asked him:

"Why in the world would Russia ever want to attack the United States?"

"We don't want to," he said. "But why does the United States want to attack Russia?"

I was incredulous. "Whatever could have given you the idea that we do?" I asked.

"Oh, I know the American people don't wish it, but there are powerful leaders who do," he replied.

"That isn't true," I said. "How can you believe it?"

His answer was a question: "How

would you like it if Russia were to build a large air base just across the border in Mexico and equip it with bombers?"

"We wouldn't like it at all," I told him. "In fact, we probably wouldn't put up with it."

"That's exactly how we feel about U. S. bombers in countries just south of our border," he said.

Here is a perfect case of two exactly opposite points of view on a set of facts, because of lack of understanding. This lack of understanding involved misinformation, different educational backgrounds, misconception of motives, and perhaps mutual fears.

Now if understanding is important in avoiding war, it is just as important in avoiding labor strife. We can all cite examples of strikes that have been called, at a heavy financial loss to all concerned, for objectives that are just not in the cards economically. Organizations with heavy industrial programs still have strikes. Workers do not have in mind all the business facts that management has, much less understand them. Like the case of the Russian, there are two completely opposite points of view on the same facts.

Often misinformation from union sources is involved. But there is a more basic reason — lack of economic understanding.

## Some Misconceptions

What are some of the economic misconceptions involved? One of them has its roots in prewar years and was fed on government policies during and after the war. It is the idea that whatever you can get from the government is "free." Another one is akin to it: Whatever you can get from your employer is "free." There is no general understanding of the relationship of cost and sales. Job security is not understood. It is thought of as something that the employer must be made to "guarantee" to the employee, rather than something that can come only from a continued healthy operation in which the employee has his part. The whole union system, especially in large



...challenge to ingenuity of public relations

organizations, tends to put employees and employers in opposite camps when they are really all part of the same company. An employee thinks of himself as working "at" the plant of some company, rather than being a part of it.

How do we tackle these problems? Probably not by going out to make over the world in a broad program, but by using every means we have right at home to give our employees better understanding. The public is made up of employees, to a great extent.

How can we give employees a better understanding of these things? I am not going to presume to answer the question. I know all of us have some answers and are using them, but we still haven't got very far along with the job. Many of you receive, as I do, scores of different pamphlets prepared by various organizations, for employee distribution. Do these hit the mark? Other organizations furnish tailor-made posters. Are these effective? Most of us have before us ready means of communication with our own employees which seem the logical place to start our efforts. These are our house organs and other forms of written memoranda, and the word of mouth contact

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\* Condensation of Mr. Mansfield's talk at the Seattle Public Relations Clinic, February 3, 1950.



# HUMAN RELATIONS — KEY TO A NEW ERA

By HOWARD CHASE

Director of Public Relations, General Foods Corporation, New York, N. Y.



*...frustration plants seeds of rebellion*

**A** DOZEN APPROACHES to this dramatic subject have convinced me that I have only three things to say:

1) In all the history of man the periods of freedom have been measured in years, but the periods of serfdom have been measured in centuries. If the values and traditions of a free people wither away, the free corporate structure cannot survive.

2) The sense of human frustration in the world today is the most dangerous enemy of freedom. Frustration does not bludgeon a man into slavery. Its attack is more insidious. As the vampire bat which sucks blood while its victim sleeps, human frustration undermines the will

to be free and plants the seeds of blind rebellion.

Man, whose motivations and impulses are the grist for your mill, lives 24 hours each day. However convenient it may be to compartmentalize him into an eight-hour producer, a four-hour consumer, and a four-hour citizen, such a policy from the beginning of time has produced frustration.

My second point in essence, then, is a warning. Perhaps Alexander Pope best stated it: "The proper study of mankind is man."

The warning: Study the 24-hour man, study his consuming practices, to be sure, but also his hopes and aspirations, his family loyalties, his religion, his fellow-worker relationships.

With the analytical techniques at your disposal, you can be and should be advocates of seeing man whole. If you use your talents to that end, you become the enemy of human frustration, and thus your profession can become a great new supporting force for freedom.

3) My third point borders so closely on the obvious that I almost hesitate to share it with you. It is simply this: No human institution, whether it be a state, a church, a lodge, a labor union, or a corporation can survive for very long the sustained mass disapproval of man.

## Many Won't Be Advised

So much for a statement of the problem. An associate of mine, Charles Coates, remarked the other day that every heart specialist has to reserve a certain amount of his time for attendance at funerals of patients who wouldn't take advice.

Before examining these three convictions, let us at the outset admit that many of our friends won't take our advice, that different men are of different minds — that neither your efforts nor mine can achieve a perfect world, Wad-dill Catchings once defined the doctrine of limited objectives with a one-sentence text: "An automobile is a useful means of transportation, even if it won't fly."

Our objective is to help maintain free men in a free industrial society. We are coming to see that the practice of good human relations is a vital means to that end. We need no more challenge than that.

## How Solid?

Now, how solid are the foundations of our system of free man and free business? How solid is any human institution? There is a little story about a conversation between Mrs. Woodrow Wilson and Queen Mary which may be illuminating. Mrs. Wilson asked the Queen what she thought of freedom of the seas.

The Queen, who took British rule of the seas as a simple fact of life on this planet chillingly replied that she hadn't quite made up her mind about mixed bathing.

We know now that Britannia no longer rules the waves. A 300-year old domination is ended; yet the British battleships, cruisers, carriers, destroyers, have never been so numerous nor looked so impressive — nor been so relatively impotent.

The American corporate business system of mass production is less than one-third the age of the once all-powerful British Navy. Like the fleet, it, too, has advocates who curiously resemble the doughty Queen — aware perhaps that new forces threaten old patterns and privileges. But they keep the stiff upper lip at all costs.

Like the fleet too, the fabulous historical accomplishments of American business are written on the record. A dynamic business system has provided the steel sinews for victory in two great wars. The evidences of men and women cooperatively at work are everywhere about us in great cities, magnificent transport systems, the farms which are literally feeding the world, great educational and cultural systems which may be our temporary despair but which remain the envy of other peoples.

All these are the fruits of a corporate system, using the cooperative and freely offered services of free men.

**EDITOR'S NOTE:** On February 1st the historic Rose Room of San Francisco's famous Palace Hotel was filled with public relations, business and industrial leaders of the Golden Gate area. It was the luncheon session of the Public Relations Conference held under the auspices of the San Francisco Bay Area Chapter of PRSA. The Society's vice president, Howard Chase, was the speaker. His remarks were challenging, stimulating, and enthusiastically received. They should be widely circulated and thoughtfully read. Here they are.

Why, then, has this business system lost steadily in the competition for men's minds and men's loyalties?

The tangible fruits of our common efforts, the brands, the things we make and deliver, are synonymous around the world with high standards of living. A so-called subsistence standard in America would be princely living for 75% or 1½ billions of the world's people.

### Weigh These Questions

Is it possible that we have so exalted our ability to deliver brands and physical products that we have lost sight of the human needs of the 24-hour man?

Have we so hypnotized ourselves with bathtubs, telephones, central heating systems, and automobiles that mass production has become an end in itself, a kind of Twentieth Century worship of the Golden Calf?

Can it be that the American corporation, crying its wares and not a way of life, as the Pharisee cried his virtues in the public place, will suffer the Pharisee's infamy in history?

How is it — in the face of incontrovertible evidence that what free men produce is good — that the sands of despotism close in on the few remaining cases of free men?

These questions I pose as worthy of your attention. Is it important that three to four out of every ten Americans are prepared to say yes to almost any question that reflects discredit on our corporate system? Any review of the process of historical change confirms its importance.

For instance, the phrase human relations is derived in part from humanism — and humanism represented a fifteenth century revolt from 1200 years of dogma. In this revolt, western civilization broke through rigid medieval traditions of scholasticism and theology. The Encyclopedia Britannica says sweepingly, "This movement . . . is the parent of all modern development, whether intellectual, scientific or social." The existence of your own profession is witness to the power of that revolt and the freedom of inquiry it made possible.

Certainly the high priests of feudalism swore that theirs was the best of all possible worlds. But mass movement toward greater dignity and freedom of the individual destroyed feudalism in the western world after 1200 years of its existence. Many high priests of today's

mass production cry out that this is the best of all possible worlds. Can we be sure that capitalism, an infant of less than 200 years, can survive a new human groping for spiritual satisfaction?

I propose that we have no such assurance and that only superhuman effort, first to comprehend human wants and aspirations, and then to move convincingly toward satisfying them, can prevent the tragic decline of a system magnificently productive of things.

The "old order changeth." Neither the blind restrictions of medieval thought, nor today's complacency about bathtubs, miles of railroad track, tall buildings, or capacity to produce goods of war can prevent loss of loyalty to any system that stresses yesterday's glories instead of tomorrow's opportunities.

"Mankind," writes Alfred North Whitehead, "is now in one of its rare moods of shifting in outlook. The mere compulsion of tradition has lost its force. It is the business of philosophers, students and practical men to re-create and re-enact a vision of the world . . . There is now no choice before us. Either we must succeed in providing a rational co-ordination of impulse and thought or for centuries civilization will sink into a mere welter of minor excitements. We must produce a great age or see the collapse of the upward striving of our race."

*" . . . he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions. He makes statutes or decisions possible or impossible to be executed." —ABRAHAM LINCOLN*

How can we, the practical men of whom Whitehead speaks, help "to re-create and re-enact a vision," and to help "produce a great age?"

This question recalls the second of my two points: that human frustration saps the will to freedom and substitutes prejudice for reason. There, it is the prime responsibility of any man who believes in freedom to reduce the causes of frustration. I list this unhesitatingly as a responsibility of business management.

I have wished from the beginning of this address that I could plunge into description of techniques by which tangible objectives in human relations could be obtained. I suspect you wish the same thing. But experience has taught me that

ideas precede techniques — that long lists of shiny techniques with money-back guarantees are useless unless the spirit and heart and mind are the rocks upon which techniques are built.

What are the manifestations of frustration? An associate of mine told me about her experience in a New York department store. Her fellow-clerks said that the employee's cafeteria was run at a loss purposely by the company "so they can write it off of their income tax." The extra-low cost desserts were attributed to the bosses' desire to provide calories "so we'll work harder." That there was no other moderately priced food in the vicinity, that space devoted to the cafeteria could have been put to money-making uses — these facts went unappreciated. No one had assured these girls that they were anything but talking, selling, mechanical dolls. Above all, they felt expendable and they were rightly bitter.

### Failures

Management has fallen far short in two ways in dealing with individual and mass frustration. First, we have failed for the most part to understand the basic needs and aspirations of people. We have been preoccupied by the unrealistic belief that men work for wages alone. A study just made in one of our own plants reveals that, despite a recent prolonged strike, there is an amazing residue of loyalty toward General Foods, greater than that expressed in this study by any other part of the community or the nation. This holds although the majority of employees believe that another company may pay higher wages. The implication of the fact that men and women almost automatically tend to rate their company as a better place to work, as engaged in finer research, as making better products, as giving the public more for its money — these implications have not yet been understood or capitalized by American management.

The man with a job *wants* to believe that where he spends his working hours is the best place for him to be.

The second failure of modern management is to tell its story, to identify its activities with the good life, to show by word and deed, not once a year but repetitively, that its goals are linked with the best interests of its employees, its customers, its owners, and the general public.

Elton Mayo has shown in his two great books, *The Human* and then *The Social Problems of an Industrial Civilization* how the orderly progression from apprenticeship to craftsman stabilized society until late in the 19th century. Not until fifty years ago did our urban mechanized society begin to make serious inroads on man's ability to live as a 24-hour man.

How beautifully does Stoyan Christowe, an Armenian immigrant to this country, testify to the wisdom of Mayo's analysis:

"The ten hours I was yoked to the machine, during which I hardly spoke a word, and only heard the whirring of the wheels and the unvaried, rhythmic pounding of the machines, was a suspension of life, a kind of dehumanization. Of course, it was bound up with the pay envelope. That little brown envelope represented six days of insulation from life. And it seemed to me I was paid not so much for doing hard work — for it was not hard work — as for not living.

"In the old country work was part of living. Work and life were inextricably bound up together. There was a union between the doer and the thing done. When you pruned the vines you knew why you had to do it, and you could see the sap running from the eye of the slashed vine like tears from a human eye. When you swung the scythe in the meadow you heard the grass sigh as it fell in swaths at your feet. The scythe itself hissed like a snake as it devoured the flowery grass. Whatever you did in the old country you understood. And there was an affinity between living and work, between the sweat of your brow and the tears of the vine, between your own breath and the earth's exhalation."

#### Need To Be Needed

Perhaps some of you have heard me tell the story of a stalwart young soldier who stepped into the path of a truck and was mortally wounded. A group gathered quickly about the boy and a clergyman stepped from a car and moved to the dying boy's side. He took the boy's hands in his. The soldier opened his eyes, saw the clergyman, smiled, and died.

A few days later I saw that clergyman again. "That was a magnificent thing you did for that boy," I said. The man's answer I shall always remember. "A man needs to be needed," he said.

If I talk in parables and lean heavily on human experience in attempting to describe why human relations are key to corporate survival, it is because from experience are derived the human attitudes. If these attitudes are positive and loyal to a system, they can and will support it through good times and bad. But if they are attitudes born of human frustration, any system that depends upon them is founded upon the sand and will fall.

*"The starting point of public relations in labor matters must be realization . . . that the modern industrial worker is likely to be (1) troubled about his share in the product of his labor; (2) frustrated, consciously or otherwise, by the limitations of his occupation; and (3) confused, ignorant, or misinformed regarding the system of which he is a vital part."*

MARTIN DODGE  
in *Public Relations Handbook*  
(Lesly — Prentice-Hall)

Gordon Allport describes Citizen Sam: "Take, for example, Citizen Sam who moves and has his being in the great activity wheel of New York City. Let us say that he spends his hours of consciousness somewhere in the badlands of the Bronx. He awakens to grab the morning's milk left at the door by an agent of a vast dairy and distributing system whose corporate maneuvers, so vital to his health, never consciously concern him. After paying hasty respects to his landlady, he dashes into the transportation system whose mechanical and civic mysteries he does not comprehend. At the factory he becomes a cog for the day in a set of systems far beyond his ken.

"To him (as to everybody else) the company he works for is an abstraction; he plays an unwitting part in the 'creation of surpluses' (whatever they are) and though he doesn't know it his furious activity at his machine is regulated by the 'law of supply and demand,' and by 'the availability of raw materials' and by 'prevailing interest rates.' Unknown to himself he is headed next week for the 'surplus labor market.' A union official collects his dues; just why he doesn't know. At noontime that corporate monstrosity, Horn and Hardart, swallows him up, much as he swallows one of its automatic pies. After more activity

in the afternoon, he seeks out a standardized day-dream produced in Hollywood, to rest his tense, but *not efficient* mind. At the end of the day he sinks into a tavern, and unknowingly victimized by the advertising cycle, orders in rapid succession Four Roses, Three Feathers, Golden Wedding and Seagram's which 'men who plan beyond tomorrow' like to drink.

"Sam has been active all day, immensely active, playing a part in dozens of impersonal cycles of behavior. He has brushed scores of 'corporate personalities,' but has entered into intimate relations with no single human being. The people he has met are idler-gears like himself meshed into systems of transmission, far too distracted to examine any one of the cycles in which they are engaged. Throughout the day Sam is on the go, implicated in this task and that, — but does he, in a psychological sense, *participate* in what he is doing? Although constantly *task-involved*, is he ever really *ego-involved*?"

And what is the effect of this life in terms of attitudes toward his business system? Depth studies of Citizen Sam today reveal these prevailing beliefs:

1. Management is more interested in the dollar signs than in humanity.
2. Management manages without heart.
3. Management has to be forced to provide decent working conditions.
4. Management has to be forced by government and by unions to share profits.
5. Management still makes fantastic profits.

But, where management has recognized Citizen Sam as human being, where genuine effort has been made to make him feel that he is an appreciated vital part of an important operation, where management has talked turkey about its problems in terms Citizen Sam understands, there has been greater labor peace, greater understanding, and ultimately better production. These are the fruits of an all-out planned attack on human frustration, the enemy of free men and free institutions.

#### Survival Depends on Human Understanding

My third and last point, if you can remember that far back, was simply that

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# THIS LIES AHEAD

By EARLE FERRIS  
New York City

THIRTY YEARS AGO I wrote for a man named Mike Zabosky. Mike had come to the United States from Poland five years before I began writing for him. He had a wife and two children and he made \$58.00 a week. He had gone to night school for one year before I began writing for him.

I wasn't on Mike's payroll exactly; along with about thirty other young fellows and a couple of older ones, I wrote news stories and feature stories and editorials for Mike Zabosky. I did this because Mike was a reader of the *Cleveland Press*. A great many other people besides Mike — several hundred thousand of them, in fact — read the *Cleveland Press*, but the editor of the paper back in 1919 was firmly convinced that if Mike could understand what we wrote, so could 200,000 other readers.

We kept our stories short and we never used words of more than two syllables, except with special permission of the editor, and this wasn't given too frequently. We kept it short and simple because we wanted Mike to understand it . . . we wanted to appeal to this composite reader.

This policy of our editors must have been a good one, because the *Cleveland Press* sold copies and advertisements and the advertisements sold goods, while the editorial columns informed Mike and his family and his thousands of intellectual equals.

Mike Zabosky understood his boss, his superintendent and his foreman to a degree. And he cheerfully accepted them in their jurisdiction over him in his job, because of that understanding — and because he saw them as a part of a system in America that made possible a life that he enjoyed, one much better than the one he had left in the old country.

EDITOR'S NOTE: Earle Ferris brought Mike Zabosky to the last convention of PRSA. Not everyone met Mike, because Mr. Ferris presented him before one of the panel discussion groups. After three months we've persuaded Earle Ferris to commit "Mike" to paper. Here he is, with his practical lesson in semantics. And a "bicycle story" that illuminates human behaviorism.

I don't think Mike's children have such understanding of their bosses, and I think that one reason is that public relations efforts have, up to now, fallen short of their goal. In failing to promote the understanding that begets loyalty and *esprit de corps* between the working man and the company that employs him, public relations practitioners are undermining the free enterprise system by default.

I believe that one of the big tasks that lies ahead of the public relations profession is to convince this land's young people — while they are young — of the advantages of living in America, to awaken their pride in their country and its way of life. Public relations men should carry the banner from here on. We must realize that there are thousands of forces and people making enemies for American business for every one making friends for it.

I would like to take you for a minute to a little Ohio town not far from Cleveland. There are two factories in town: a General Electric factory and the American Hamerstram Co. On Pitt Street there are two families who live next door to each other: the Wilsons and the Browns.

Herbert Wilson works for the General Electric Co. and Robert Brown works for the American Hamerstram Co. Mr. Wilson has a nine year old boy named Ralph and Mr. Brown has a ten year old boy named Glen. Glen comes home from school and he tells his mother that Ralph Wilson's father has just bought him a bicycle and Glen Brown wants a bicycle, too. His mother says that they cannot afford to buy him a bicycle and he wants to know why. The mother tells him that his father does not make enough money working for the American Hamerstram Co. so that he can buy his son a bicycle.

To reduce this fable to its simplest common denominator, let me say that right here at the age of ten, Glen Brown begins to hate the American Hamerstram Co., and when he dies, 60 years later, he takes with him to the grave, locked in his heart, an undying hatred for the American Hamerstram Co.

It starts out when he is ten, with him



*We must reach our young people.*

saying, "That dirty old Hamerstram Co. doesn't pay pop enough to let him buy me a bike," and it carries through to middle age and beyond, the firm conviction that if the Hamerstram Co. had been any good, they would have paid his father enough money to let him have a bicycle when he was ten years old.

The ten-year-old's reaction is an emotional one, and it is a lasting one. A decade or more after he has lost interest in bikes, Glen retains the prejudice against the Hamerstram Co., very likely without even remembering what caused it.

This chain of events is symptomatic of how easily people grow up hating business. Refused a bicycle, they acquire in early life an unreasoning but strong hostility which must be overcome.

If this mother, at the time she turned down the boy's plea for a new bicycle, had told him that he, as an American, the son of an American worker, possessed things which no child in any other country in the world had, she might have cushioned the blow. Moreover, had she explained that, while he was not to get a new bicycle just then, he had a chance to earn enough to buy one in the future — by running errands, delivering

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# HOW TO USE PUBLIC RELATIONS CASE STUDIES

By VERNE BURNETT

New York, N. Y.

AN APPLICANT FOR A JOB in public relations counseling called at our office recently. He said he had read every public relations case study he could find — in fact, had learned how to handle every conceivable public relations problem which might arise. He would merely look through his file and find how someone else had successfully dealt with the same kind of situation.

It is unusual to find anyone who goes that far. Nevertheless, the omnivorous demand for public relations case studies makes one wonder whether they are often followed too literally and hence without sufficiently skilled adaptation.

There have been times when a case study for one company fitted almost precisely the needs of another organization. For example, a public relations counsel requested the president of a company to ask his 10 senior executives for their opinions regarding the probable growth of the company in the next five years — in sales, production, inventories, personnel, plants, research, capital requirements, etc. The answers to these questions were needed as a guide for a long range public relations program and for the various publics involved (and for nearly all other corporate programs). As the results of this study were highly beneficial, later the counsel found that an almost identical set of questions fitted the needs of another client.

The experience of others can be helpful in suggesting possible ways of meeting some difficult situation, even though it would be almost a miracle if any public relations problem of any complexity had an exact counterpart in the past. The pieces in the puzzle may need only a little switching around, and such switching is vital if we are to get the correct answer for each individual problem.

While the subject of case studies is much too vast to be covered in one magazine article, at least we can select some of the most important types and sug-

gest how to get value from them and how to avoid various pitfalls.

## A Check List

First of all we should use most case studies as a *check list*. For example, a successful open house day was held in a New England city recently. The sponsor, a manufacturer, had studied techniques used elsewhere and adapted them skillfully to his own situation. A summary written after the event might seem to be a model formula for anyone else to accept.

In fact, another manufacturer decided to follow that formula. Almost immediately he saw he would need to make revisions. He realized that for his own open house two days would be needed instead of one, due to the locations of his plants and the much larger number of persons involved. He found he would have to restrict greatly the nature of the plant tours, because of hazards of fire and explosion in various factory departments. He had to limit the number and classifications of persons invited because of difficulties in handling large crowds. Although changes were made in the original plan, use of the case study as a *check list* proved to be of great value.

## Differences in Personalities

One case study, which has been published, explains how the president of a corporation was the spearhead of a long range public relations program. He made intelligent speeches which were well delivered and well publicized. He became acquainted personally with many opinion leaders. He served as a chairman of a community fund drive and various other public service and charity campaigns. His picture and his comments appeared occasionally in magazines and newspapers and he spoke over radio networks. At the same time, he made sure that his company was well managed. Relations with employees, customers, plant communities, dealers, and stockholders were constantly improved



... select best device to interpret problem

— these relationships forming the sound core of the program.

Another corporation president was urged to adapt this type of program to himself and his enterprise. He was an excellent administrator and built good internal relationships. Yet when he faced an audience, he lacked the flair for making a friendly or interesting talk. While he was a generous contributor to charities, he had no interest in taking the lead in a campaign to raise funds for a charitable organization.

Since the man could not be adapted to the previous formula, a new program was built around him. He was willing to be quoted about unusually progressive steps taken in his company regarding relations with employees, communities, and customers. His comments were of a type welcomed by editors and writers and by their readers. He had considerable appreciation and understanding of scientific research — hence his activities in that field and his comments about them had public relations values. The new, tailor-made program which emerged resembled that of the published case study in only a few respects. Yet the original case

## HOW TO USE PUBLIC RELATIONS CASE STUDIES — Continued

study served as a helpful check list, and the differences in personality and ability were properly adjusted and utilized.

### The Element of Novelty

A national competition among consumers of a food product received extraordinary attention from the press and radio. Sales were benefitted and from every standpoint the public relations results were valuable. The contest involved an enormous amount of detail. If every step were published as a case study, the information would be helpful to some other company only in certain respects.

The unusual idea behind the contest would not have the novelty or news value if repeated. Various methods and psychological and other factors might considerably benefit others who are planning a contest. In order to get comparable results, some new major idea must be developed if there is to be novelty and news value.

### Changing Times

Many public relations case studies were published about activities in World War II. For example, a great charitable organization found out early in the war that it should appeal to the public's desire *personally* to comfort and aid the men and women in the armed services, through blood donorship, surgical dressings, etc. When it became evident that the war would soon end, the public's interest switched to aid to prisoners of war, to entertainment in camps, and to rehabilitation, and the organization switched its appeals accordingly. Even before V-J Day, public interest looked forward to charitable work — such as disaster relief — within the United States. Therefore the public relations program was geared to the new development.

A case study based on war conditions has its principal value in showing the importance of finding out what the public thinks and feels *today*. Various details or techniques in a wartime program might be adapted or used as a check list. The factor of changing times and conditions is an important point to remember in adapting such case studies — if not all case studies.

### Locale

A public relations counsel was confronted with the problem of assisting a

management in public relations aspects of a serious labor situation. On the surface, the conditions seemed almost exactly comparable with those in a case study which had been developed in another part of the country.

Analysis showed, however, important differences due largely to *location*. In the new situation, it became clear that the isolated nature of the communities with their unusual local pride, their climate, topography, and other factors called for a different general approach to public opinion.

When it came to certain details, the earlier case study proved helpful. But if the basic strategy had been based on previous experiences, it probably would have resulted in failure.

### Differences in Managements

One public relations practitioner had a successful experience in setting up a stockholder relations program for a publicly owned company with many thousands of stockholders. He developed a rather complete case study for this particular company's work in that field.

He then was assigned to the job of creating a program for a smaller company which had relatively few stockholders, with a majority interest in the hands of one family group.

He tried to apply his first formula to the new job. In doing so, he overlooked basic differences in the managements and attitudes altered by size and nature of the ownership. The annual report he prepared would do credit to a much larger company and so would other techniques. But he missed the mark in various ways by misjudging the differences in the two companies.

### Human Nature Varies Slightly

One common denominator in case studies has to do with fundamentals of human nature. Most human beings want to feel important, to love and be loved, to have a home and family, to get ahead in the world, to be strong and healthy, to belong to a team and support it, and so on.

Whenever a case study brings to light some guidance on dealing with basic phases of human nature, then the study is to be trusted most, as long as the practical applications of such knowledge are checked and rechecked constantly.

A certain grocery product has fluctuated in popularity with consumers. In

some years it makes gains, then it slips back. Analysis of the promotion for 25 years shows that in the years of the product's popularity, appeals to the consumers were on sound psychological grounds. Then there would be introduced some new approach which lacked the right public appeal.

The advertising and publicity in the successful years made some of the few fundamental appeals which would work for the product in question. These appeals might well be applied to somewhat similar products, because of the universality of certain reactions of human nature.

### The Theme and the Device

Solving a public relations problem requires understanding of its basic nature — usually something which seems simple when you reach it. First we have to brush aside numerous factors which seem important to some persons in a management. We have to weigh the relative validity of each factor and discard dispassionately until we get to the fundamental theme or idea.

After arriving at the theme, the next step is to develop a device, project, or technique that will dramatize or explain the basic concept. This may involve a national contest, a public relations advertising program, or any of the countless other material things which can be done to clarify or demonstrate an idea.

### Two Vital Steps

Almost every case study can be checked in the light of these two vital steps in public relations — arriving at the basic theme and the devices to explain it — before attempting to fit the solution of one problem to another.

While one can advisedly duplicate some phases of a case study completely, he first should "walk all around it." In doing so we should mull over such factors as timing, novelty, differences in personalities, location, size, background, changing times and conditions, make-up of the groups, etc. We should make sure that we arrive at the heart of the problem and select the best device or devices to interpret it. This is a laborious process but it is well worth while.

The writer is for detailed and better case studies, and more of them. He appeals only for their most intelligent, effective application.

# SMALL-BUSINESS PUBLIC RELATIONS

By FRANK SMITH

Seattle, Washington

WITH ALL THE INGENUITY and resourcefulness of American business men, it is indeed strange how long it has taken to realize the importance of people. We have been thinking too much of material things, such as production, equipment, inventory and profits, failing very often to realize the human element that gives value, and the only value there is, to any of them. This applies equally in our relation to the buying public and the employee group that makes it all possible. I do not mean to infer that we have done nothing but I am convinced we have not given it the consideration that it deserved in all our planning. Failure to do this has much to do with our present disturbed economy, and we are beginning to realize that depreciation of the human element in our business is now considered to a great extent the responsibility of industry.

Small business is only small in its segregated parts for it is really big business in its total volume. It has the same general problems, responsibilities and opportunities. There is no such thing as a permanent business for we are only sure of what we are selling or producing the moment we have it.

The customer, the buying public, is the final authority. The employee produces, sells and handles the product and management plans, advises and does most of the worrying. They are a trinity, neither one can succeed without the other. If this is true, then how necessary it is for us to realize the importance of good public relations.

I believe a percentage of income for protection and depreciation of employee personnel is just as legitimate an expense item as depreciation of equipment. A co-operative plan shared alike by industry and workers, contracted with reputable insurance organizations, would

far out-rank in value our present government aid that is fast becoming a controlled economy. In addition and of equal value it would have developed mutual interest between the industry and worker that is a natural result of such a plan and injection of a third party now so dominant in our employee relation might not have been necessary. However this is past history but it is worth while to go back and realize wherein we have failed.

But we still must have good will and our problem is to find out how small business can develop good public relations. I believe it must first find a way to co-operate with others in an organized effort.

There are many ventures that must begin at the bottom and work up, however, in a business its character and whole structure hinges on the man at the top. What he is will be reflected all down the line through every activity of his organization. If we want good public relations, then, of necessity, it must begin with the final authority. Here is where small business has a distinct advantage through close relations between employer-employee-customer and the public. Familiarity with employees will not do it but knowing them as people, not numbers, taking a live interest in their problems and always being approachable will help very much.

Any effort made toward mutual understanding and good will with employees just makes good sense, for you cannot get along without them.

Union contracts making necessary dealing with officials of the union representing the employees, naturally have an effect on your relation with them. However, here again is a factor that can only be met satisfactorily by fair dealing on both sides with the initiative in this regard a responsibility of industry. I have found in my experience the majority of union officials will meet you half-way, because they too and their job depend on good fellowship.

Your customer must be more than just an organization or individual with which you do business. It must be raised on a higher level if we have a right to expect any stability or continuity. You



... thinking too much of material things

should have his confidence and he has every right to expect every consideration in service and price that he is entitled to. It is not his responsibility to look over your shoulder in every transaction to protect his rightful interest. I believe that is good public relations.

Our business or industry has a certain level that public opinion has set for us and that level will depend very much on customer and employee good will.

Then there is community relations. This is the over and above that we give of our time, talent and money for the common weal. We must do our part as good citizens and it is in this field of public relations that we can take our greatest pride for it is an unselfish contribution and yet it may be the very factor that can bring success to our business.

Finally, we must make our own record, we must make it known by active participation in community organizations that are working for the common good, by our example in business and personal life, then taking an active part as a citizen.

Good public relations either on the part of an individual or business can only be secured when it justifies the confidence and good will of the public for whom it is a trustee and a servant.

EDITOR'S NOTE: An executive of a small business looks at public relations. Mr. Frank Smith has operated the Snow Flake Laundry Company in Seattle, Washington for 35 years. His article is based upon his remarks before the Public Relations Clinic held in Seattle on February 3rd under the sponsorship of PRSA and the Seattle Public Relations Roundtable, with the cooperation of the Seattle Chamber of Commerce.



# CUSTOMER RELATIONS

By J. S. CANTLIN\*

General Commercial Manager, Pacific Telephone & Telegraph Co., Washington and Idaho Area, Seattle

CUSTOMER RELATIONS is a subject involving broad and varying conditions.

One organization may deal with a group of customers which is a limited and unique component of the public, while at the other extreme, an organization's dealings may involve a substantial part of the whole population.

My experience over the past 27 years has been with The Pacific Telephone and Telegraph Company, a subsidiary of the Bell System. This experience, of course, has been in a category of dealing with a group of customers who make up a substantial part of the whole population. During this time I have made many observations and reached some conclusions which I hope may warrant your consideration and be helpful in your particular field.

At the outset of this discussion, we might ask the question — What is customer relations? There may be many answers to this question. I propose this definition — Customer relations is the result of the attitude of each individual customer — and I would like to emphasize the word "individual" — toward the organization with which he deals.

This individual attitude reflects the composite experience of each customer with the entire organization. Hence, everything an organization is or does contributes positively, negatively or nothing to this attitude.

Let us examine some of the characteristics of an organization which contribute positively to this attitude:

Desirable customer relations must have the firm foundation of a sound fundamental institutional policy. The policy of the Bell System is — "To render the best possible telephone service at the least cost, consistent with financial safety, and fair treatment to employees and those who have invested their money in the business."

Note the balance in that policy, and

the consideration it gives to the quality of service, to the customer, the price, the financial stability of the organization, the employees and the investors.

## Quality of Service

We in the telephone business view the quality of service as the most important contributing factor to the attitude of individuals using our service toward our company. Many of the millions of transactions we have with our customers each day are individual and personal. Therefore, our service should not only be technically excellent but it should be rendered courteously and with friendliness, which we term rendering service with tone. Then and only then do we consider the quality of service as positively good.

*Example:* Let us assume you place a long distance call to New York City. Also let us assume that the speed with which the call was completed to your called party in New York was completely satisfactory. If the operator who handled your call was courteous, helpful and friendly, then we consider the service as being positively good and for a fleeting moment there passes through your mind the thought — that's a nice outfit.

However, let us assume that the operator handling the call that was speedily completed was curt, indifferent or gave you the impression she wished you hadn't called — notwithstanding the technical excellence of the service; namely, the speed — we would consider the quality of service not good because your individual attitude would have left something to be desired.

*Another example:* If you request to have your service changed or rearranged in your office or home, if the installer who comes to do the work promptly, in accordance with a previous appointment, is courteous, friendly and considerate in doing his work and does the work as you want it to be done, that service to you would be positively good.

But supposing instead the installer failed to put his mat over a rug while doing his work and some slight soiling resulted, or he left your premises lit-



... important contributions result from balanced policy

tered with odds and ends and pieces of wire, such service would not be positively good according to our standards.

*Another example:* Within the next week a directory will be delivered in Seattle containing several hundred thousand names, addresses and telephone numbers. Our standards on this directory are extremely high. As a matter of fact, we strive for perfection, of course, but the tolerable error, according to our standards in this directory, is 15 hundredths of 1 per cent. As a matter of fact, telephone directories have been referred to as the most accurate publications in the world.

Your reaction may be that this is an extreme standard. But let us consider that for a moment. Again getting back to this concept of the individual attitude going to make up positively good customer relations. Let us assume you do as most other people do upon the receipt of their telephone directory; namely, look up your own name. If Mr. Blank looks up his name and finds that it has been misspelled or his address or his telephone number is incorrect, it makes no difference that 199,999 other listings were correct. To him the most important listing in the book was incorrect and, therefore, we have done an in-

\* A direct, forceful story of how one organization approaches relations with its customers. Mr. Cantlin spoke before the Seattle Public Relations Clinic, February 3rd, under sponsorship of PRSA and the Seattle Public Relations Roundtable, with cooperation of Seattle Chamber of Commerce.



efficient job, and what Mr. Blank thinks about us, and incidentally may tell us, is hardly fit for publication. He tells the folks at his club and his luncheon cronies about the inefficient Telephone Company. He talks about it for weeks and maybe months. He has been personally offended.

So, recognizing the importance of each individual's listing in the directory, we take extreme caution to make all listings absolutely accurate.

#### Fair Treatment to Employees

Another facet of this policy mentioned above, you will notice, was the recognition of the need for fair treatment to employees. By fair treatment we mean good working conditions, wages that compare favorably with those paid elsewhere in the community for similar training and skill, security in employment, pension and benefit plans.

What relationship does this phase of our policy have on customer relations? A great deal in my opinion because customer relations should be considered as a part of the whole function of an organization — not a specialty for some particular staff to take care of by entertainment, interesting booklets, letters, advertisements, etc. These may be desirable but they should not be considered, in my opinion, as a substitute for the whole organization's participation in this important matter. What an organization does for a customer and how it does it has a far greater influence on this individual's attitude than what the organization says. Employees who are happy in their employment and who have respect and confidence in the management and organization that employs them are better disposed to render a high quality service with adequate tone. It would be difficult to imagine a disgruntled installer, operator, business office representative or directory compilation clerk rendering a prompt, pleasing, friendly and accurate telephone service. The tone of the employees' attitude has a very positive effect upon the tone of the attitude of the customer toward the business.

By way of summary, I would like to submit that the most important contributions to positive individual customer attitude toward an organization will result from a balanced fundamental policy, good management which recognizes customer relations in its broadest sense, high quality of service with proper tone, sound employee relationship and attitude and the good character of the organization.

The following letter, reproduced in full with the author's permission, is one of the most challenging and thought-provoking to cross the editor's desk. It was addressed to the Society's president and based on remarks made by him in the Seattle Public Relations Seminar in early February. It is re-printed here for its general interest to all in public relations. You may agree or you may take issue with Mr. Hoernlein — but you will find yourself thinking over his point many times. Your reactions and comments are invited and if of sufficient interest will be reproduced in part in a future issue of *The Journal*.

THE EDITOR

Mr. J. Handly Wright, President  
Public Relations Society of America  
525 Lexington Avenue  
New York 17, New York

Dear Mr. Wright:

**I**n *Something About Eve*, James Branch Cabell has one of his characters say this: "The first person that pretended to speak for the real good of anybody else was a serpent in a Garden, and ever since then that sort of talking has been venomous."

I quote this because I am about to hold post mortem on several aspects of the PR clinic held in Seattle on February 3. My point of view is intended to be constructive: I am not trying to boost my ego by showing off my quote superior something or other unquote: I want to pass along some thoughts that I believe you will find useful. I am not a public speaker; my job is not particularly important (advertising and sales promotion manager for a Seattle manufacturer). So the things that I want to say here have not had wide circulation. They should have. If you find them useful, they will have. So good.

The first (and lesser) point concerns one of the comments you made in discussing labor-management negotiations. As I wrote it in my notes: "Why not try this approach: How far can we go in meeting employees' desires and wants — instead of how far can we go in holding them off." Very good going. May you have the opportunity to say that to many more groups!

I would like to present, for your consideration, another point of view along the same lines. The function of business, in our economy, is to produce goods that meet human needs and wants; to market and distribute these goods as widely as possible; and to do these things at a fair return to both employer and employee. When "labor" and "management" sit down at the "bargaining table," then, they have a job to do, not a war to wage. That job is to determine working and pay conditions that will keep the goods being produced efficiently and steadily, at a fair return to all involved in the production and distribution, from swamper through chairman of the board to dealers and salesmen. That's all there is to it. Sitting down together and working out a mutual problem.

Employers adopting this attitude will find immediate suspicion from the union leaders. "What the hell's going on here?" But this attitude, serving as foundation for both contract negotiations and a good PR program, would eventually begin to dissolve the suspicion, to clear up a lot of suspicion-based difficulties. There is a strong human tendency to pull down the guy above us. But if the guy on the rung above is working hard with us to get a job done well?

These views, incidentally, do *not* come from a book on PR, or from knowing somebody who belongs to a union. They come from 12 years of work as a journeyman in building and ship construction . . . from experience as a shop foreman — and as a shop steward for a union . . . from my father's having been a business agent of a union for eight years.

The second point is far more important. According to the notes I took during the clinic sessions, you were one of the speakers who used the term "welfare state." This is a serious error — if business men are trying to convince anybody else besides each other.

Somewhere, I read a behavior-evaluational method that a psychologist was using. He had his patient list his (or her) behavior — everything done — for a week or so. Idea then was to study it like a stranger. "This person has done thus and so. Don't know what his motives were — but what does it look like he was trying to accomplish?" Amazing what will come out of evaluations like that!

And the basic point is that we usually evaluate at too high a level of abstractions. We have not properly established all of the important referents.

So with the "welfare state." It is strictly a jousting at windmills. Business men are using out-of-date weapons — to fight a modern "enemy" that was best described in James Burnham's "The Managerial Revolution."

Try a semantic analysis. 1930-1936. Rough times. The country found itself in a "depression." No work. Millions unemployed. Remember the anguished screams that went up when Roosevelt first started the various "dole" methods? I remember them. In our family, we believed them. We considered "welfare" or "relief" as disgraceful. But no work. I was out of school, but who wanted me when capable experienced men, such as my father, could not be used? So our resources dwindled. I can still remember that my parents sent me to the "welfare" for clothing and food grants. Too ashamed to go themselves. I was ashamed too. So were millions of others in the same boat. But something happened.

Brief analogy: Five or six years ago, I had a "nervous breakdown." When the suicide thoughts first came, I rejected them violently. They came again and again. Rejection less extreme each time. Till finally my biggest struggle was to stay alive. The suicide wish was almost overpowering. The mere repetition of the thought had developed a conditioned reflex supporting what I had originally rejected!

So millions of Americans went to the "welfare" with great reluctance. "Welfare" fed them, clothed them. "Welfare" kept them from starving . . . or from chronic malnutrition that would have led to physical or emotional damage. They came to look on the "welfare" as something that "kept us alive." Millions of Americans!

Now, each day, we are deluged with complaints and protests and full-fledged screams against the "welfare" state. But who's trying to sell who? Millions of Americans lost their sense of shame over receiving from the "welfare." They accept the word "welfare" as being associated with groups interested in their survival during those days. And what a strong conditioned reflex that makes!

But consider another label: the "bu-

reaucratic state." The "welfare state" sounds like something that would help a man when he's in trouble; the "bureaucratic state" sounds like something that will keep a man in trouble. Burnham, in the book previously mentioned, did not use this particular label — but it is an accurate label to tag onto what is happening. So it boils down to this: "Welfare state" is an inaccurate label that actually helps to sell the idea to millions of Americans who might otherwise oppose it. "Bureaucratic state" is an accurate label — and would remind these same people of the existence of tendencies that give rise to authoritarian government. Bureaucracy does not stem from the "welfare state" — the "welfare state" stems from bureaucracy!

Sometimes, Mr. Wright, it gets a little discouraging to watch the only possible opposition to authoritarianism use slogans that speed up the advance of authoritarianism. And mine seems like an especially small voice, crying in an unreceptive desert. Burnham's book has seemingly had no impact. The impact of Korzybski's general semantic approach to problems ("Science and Sanity") has been just barely measurable. But Burnham is a college professor; Korzybski a mathematician. Mine is a voice formerly of labor, now of business. I stress this not from any solipism — but rather to point out that my views come from the "working people." I am nearly 35 — and nearly 30 of those years were spent in the socio-economic group known as the "working class." I have fought my way out of it, and want to fight my way higher. But I think I can go farther, and faster, in some system similar to the present one . . . rather than in an authoritarian set-up, with its attendant suppression of freedom of movement and freedom of thought. That's why I quoted Cabell at the beginning of this letter.

The thoughts just narrated have been stirring in my mind for quite some time. Your talk crystallized my feeling that I ought to do something. I decided to start with this letter. And, this morning, on the way to work, I thought I'd try out the viewpoint before writing the letter.

Got talking to a man I knew only slightly. Just this much: Currently truck driver. At one time, drove city bus. Owns "place" on one of the islands in Puget Sound. Some relative had been taking care of it for him; relative got sick; he

had moved over to his place, but too late to do anything with the ground for next season. Reads the morning paper here (Hearst). So then he is a "working man" — but also has some of the viewpoints of the farmer. And apparently weathered the depression fairly well, since he had been living here in the city, yet owned property on the island, farming property.

Without any prelude, I asked him if he'd been reading about this "welfare state." He had. I asked, "Does that word 'welfare' bother you any?" He shrugged: didn't mean much to him one way or another. I asked again: "Do you think the term bothers the ordinary working stiff, like you and me? Or do you think we kinda got over it during the depression?" He said, "Hell, the welfare's the only thing kept some of them alive" — and then launched into a tirade against business men and the way they pushed people around!

Business people view the present trends with alarm. I view their opposition with alarm — because you have to fight fire with water, not gasoline!

I'll get down off my soap box now. If I've managed to put any part of these conditions across to you, I'm satisfied. If not, look me up next time you're in Seattle. I'd like to have at you again over a couple of beers!

Sincerely yours,  
Seattle, Wash. Henry G. Hoernlein

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## Employee Relations and Economic Understanding

(Continued from Page 2)

between supervisors and employees that is the most direct link of all. Are we using these as well as we should to meet this important problem?

The need for economic understanding is not all on one side. There is need, too, for understanding by *management* of employee information and employee attitudes as a factor of *cost*. Unfortunately there have been no good measuring sticks of this factor in the past. But we know that it is important, and some day may be regarded as the most important of all variable factors in cost.

In this day of conflicting ideologies, a better *understanding* rather than parrot-like acceptance of our economic system is needed. It is a challenge to the ingenuity and energy of public relations.

## NEWS IN VIEW



**GRASSROOTS PUBLIC RELATIONS FOR AGRICULTURE** is the title of the book published last month by Ed Lipscomb, PRSA Executive Committee member, Director of Public Relations, National Cotton Council of America. Now in its second printing the 104-page proposed program for farmer leadership is already in use by more than half the state farm organizations in the country.



**PUBLIC RELATIONS CLINIC** February 3 under sponsorship of PRSA and Seattle Public Relations Round Table and Chamber of Commerce presented national and local speakers on public relations techniques and development. Participants (l to r) Dean Austin Grimshaw, School of Business Administration and Dr. Stuart Dodd, director public opinion laboratory, both University of Washington, and PRSA member Frank N. Ward, People's National Bank (and Round Table Chairman) discuss forthcoming Pacific Northwest Institute of Business Leadership set for June 15-16.



**SAN FRANCISCO SEMINAR LEADERS**  
AT SAN FRANCISCO CHAPTER'S ONE-DAY SEMINAR February 1 (l to r seated): J. Handly Wright, PRSA President, who gave keynote presentation; Edward C. Portman, President, San Francisco Chapter; (standing) Robert L. Bliss, the Society's Executive Vice President, who spoke on social aspects of public relations; and W. Howard Chase, PRSA Vice President, who addressed the luncheon of 350 San Francisco business leaders.



**FIRST COMPREHENSIVE BIBLIOGRAPHY** of public relations technical and general books is being prepared by PRSA's Education and Research Committee, Dr. Rex F. Harlow, Chairman. **PENDLETON DUDLEY** (above), senior partner, Dudley, Anderson & Yutz, is in charge of this important committee development, results of which will be published during 1950 by the Society.



# EMPLOYEE NEWS PUBLICATIONS FOR THAT "FIRST" PUBLIC

By LELAH NELL MASTERS

Cone Mills Corporation, Greensboro, North Carolina

**B**OTH PSYCHOLOGICALLY and practically the company newspaper or magazine is by far "management's best bet" in communication with employees — the "first" public in plant public relations.

To do a bit of public relations work for the industrial editing profession itself, let me say here at the start that the term "house organ" is taboo.

This phrase is fast and justly becoming obsolete, because simple observation shows that a house is not sufficiently a company, and an organ can be anything from an instrument of wind to a gizzard.

No professionally minded industrial editor appreciates being dubbed a "house organ" editor.

Speaking from the psychological standpoint in regard to company publications as a tool of management communication with employees, the internal newspaper or magazine drives home management's messages far more soundly and quickly than company directives, handbooks, bulletins or posters, although they are due their credit.

For example, an employee is much more interested in an informative story or message when it is treated as a real news story along with stories about the many other activities in which he is vitally interested, i.e., himself on the job, sports in which he participates, etc. Employees respond to any type of message when it is clothed, so to speak, in the paraphernalia of real news.

Speaking from a practical standpoint, the company periodical is the best means of getting across management's story, since publication is frequent and at definite intervals. The employee has learned to look for it.

So the set-up is already intact, the vehicle is ready to do the job of telling the employee the truth about his company.

Contrary to beliefs of some, the company publication is not a new thing in

this business of relations with the industrial public, the "inside" public.

Employee papers got their start as court circulars published by the feudal lords; later, these became official gazettes.

It is interesting to note that as early as 1696, Lloyd's of London began publishing *Lloyd's List*. Then along came *Poor Richard's Almanack*, thought to be the first industrial paper in America.

The first actual employee paper in America came in 1840. Known as the *Lowell Offering*, it was written, edited and published by the "female operatives" employed in the Lowell Cotton Mills. The *Lowell Offering* favorably impressed literatus Charles Dickens when he made a tour of the Lowell Mills.

## Rapid Growth

The trend of development of the company periodical is an interesting factor in measuring its importance in the business world today.

Before 1910, there were 33 company papers in existence. This number rose after the first World War, then declined during the 1930's for obvious reasons. In the "fifties" 40's complete industrial harmony was a must, so the company newspaper or magazine was a natural for building morale and keeping employees informed.

By 1945 there were 5,000 of these publications in the United States and Canada, and today there are over 6,000. The circulation has been estimated at over half a billion per year.

Some time ago, *Time* magazine devoted most of a page to what they backwardly called "house organs."

Said they, "The house organs with which big business tunes up, informs and serenades its employees, stockholders and customers have become pretty big business themselves."

Then they pointed out that industry is spending \$108,849,752 a year on some 6,000 publications. This figure was based on a survey conducted by the International Council of Industrial Editors.

It was also disclosed that one or two company periodicals pay up to \$2,500 for a single article by a well-known byliner.



... drives home management's messages

*Time* noted that International Harvester puts out 23 publications; duPont, over 40; and that Standard Oil and Chrysler are among those publishing in foreign languages to their overseas plants.

(We might add that this survey included not only internal employee periodicals but also externals, used mostly for sales purposes.)

So, with the comparatively large amount being spent on so many company periodicals, it is evident that business has fully realized that to operate without communicating regularly, honestly and humanly with its immediate public is like a man winking at a girl in a dark room. He knows what he is doing, but nobody else does.

Fast on the heels of the rising popularity of company publications was the realization of the need for trained editorship. Today, there are more than 38 courses in industrial journalism being offered in colleges and universities throughout America.

Courses along this line, in addition to the regular ones in commerce and economics are: trade and technical journalism, employee publications, advanced public relations, promotion and advertising, feature writing, magazine and newspaper format, copy reading and editing.

Largely responsible for business and

**EDITOR'S NOTE:** Lelah Nell Masters is managing editor of the Cone Mills Corporation weekly newspaper *THE TEXTORIAN*. Miss Masters previously taught journalism in the North Carolina school system; served as treasurer of the South Atlantic Council of Industrial Editors, 1949; and is currently publicity chairman and editor of the bulletin issued by the North Carolina Presswomen.



colleges' recognition of industrial editing as a profession are the professional organizations for industrial editors.

Carrying the largest membership rosters and the most influence are the International Council of Industrial Editors and the American Association of Industrial Editors. The House Magazine Institute of New York has also made itself a national reputation.

Among topics thoroughly discussed at meetings of these and the more than 20 regional organizations' meetings are: "Management Meets the Editor Midway," "Working Tools of the Editor," "Modern Photo-Engraving," "Color in Industry," "Selling Management Through Industrial Publications," "Technique of the Picture Story," "Interpreting Company Policies," "Company Publications and Public Relations," "Monthly vs. the Weekly," "The Printer is the Editor's Problem," and "Editing With a Purpose."

At last Fall's convention of the South Atlantic Council of Industrial Editors, editors from Maryland, Virginia, North Carolina and South Carolina heard discussions on topics which they themselves had assigned the speakers; i.e., "Telling the Unbiased Economic Story," "What Employees Expect from Their Plant Publication," "Distribution Problems," "Writing Language Your Readers Understand," "Are Editorials, As Such, Effective?," "Departmentalization, Its Advantages and Disadvantages," "Working Toward Better Understanding with Management," "Advertising in Employee Publications," "Make-up Problems," "Good Headline Writing," "Legal Responsibilities of the Industrial Editor," "Personals, Yes or No?"

Now, why so much to do about industrial publications? What are the purposes and ultimate objectives.

### Interprets

The ideal company publication has these objectives:

1. *Interprets company policies, old and new.* This purpose is achieved by giving employees prompt and accurate information on changes in policies concerning wages, working hours, expansion of facilities, opportunities for advancement and in general, all policies concerning their individual welfare.

Stanley Allyn, president of National Cash Register, told the International

Council of Industrial Editors in Boston a few years ago what he thought on the subject:

"What do employees want to hear that will establish a real kinship with management? First, comes the desire to be kept informed of management's policies and objectives. The reason is obvious. The worker's future and that of his family is bound up in the future of the company. Employees like to be told about factory changes before they are made. There is usually more misinformation than real information about most things. It makes for apprehension, dissatisfaction and finally disaffection. Hence, it is wise to sterilize rumor before it starts, and put this rumor monger out of business. I am convinced that nothing is ever lost by taking employees into your confidence."

In a talk at an "Employer-Employee Communications Clinic" held in our city recently a representative of the National Association of Manufacturers told industrialists that if management holds back vital information employees may turn to other sources and thus obtain a twisted picture of the company's operations. (This clinic was sponsored by Greensboro Industries, Inc.)

### Informs and Explains

2. *Informs about the company's products and operations.* In this connection, in *The Textorian*, weekly newspaper for Cone Mills Corporation, which I manage, I have tried to familiarize employees in the plants with their own job in relation to what the other fellow is doing. Through this, he will in a small way realize the importance of his own job in relation to the total company picture.

A series of 34 photographs of various important processes in the manufacture of cotton cloth with an employee at work in each ran in serial form in our paper. This was entitled "Know Your Mills."

"My Job" is another series which runs currently in *The Textorian*. A photograph of an employee appears and under it, in the employee's own words (edited), is an explanation of what he does on the job.

This paper has also from time to time reprinted advertisements of the company's own products which ran in trade and retail publications. Photographs of sales displays are also run occasionally. All of this gives the employee in the

plant an idea of what becomes of the product he helped make.

3. *Explains the company's place in the world.* In its broader view, this means that the publication should have as an underlying objective the getting across to employees the importance of the American system of profit and the freedom of private business.

Then, too, if the company has the largest denim plant in the world (as the White Oak Plant of Cone Mills Corporation) or the largest flannel plant in the world (as the Revolution Division of Cone Mills Corporation), tell the employees through the plant publication, and tell them frequently.

The cart is before the horse when vast sums of money and energy are spent on trying to tell people outside the plant about such things when the place to begin is at home, that "first" public, the employees.

4. *Gives recognition to employees.* A basic desire of employees is to have identity with the company. The plant paper can serve as a booster of morale by creating a feeling of pride in the company, in the separate plants and in the individual jobs, no matter how seemingly unimportant.

With this in view, we have a frequent column known as "Meet the Folks." An employee's picture is published with a brief write-up about him or her. Whether he has done anything newsworthy or not is not important in this column. It simply introduces the worker to others.

I do not believe that names make news in every instance and insist on the old *who, what, why, when and where* in news stories. However, the little informal, chatty columns do worlds of good as long as they don't get too personal. In group photographs it is important to include employees who are not forever seeking publicity. Give the unsung worker a chance, is a good motto.

5. *Bridges the gap between home and job.* In achieving this purpose it is wise to remember the homemakers, the women in homes of the men workers. This doesn't mean printing recipes just for the sake of filling up space. Even they can be tied in with the local situation. One company's magazine hit upon the idea of offering to publish the best lunch box recipe. Photos of the wife preparing the lunch and of the employee eating it in the plant accompanied the recipe.

By serving as the publicity channel for various community drives such as the Red Cross, March of Dimes, Payroll Savings Bonds, etc. the plant paper is a connecting link between the man on the job and that same man in the community or in the home. News of community activities in which employees are involved is also a link for the employee with his and the company's community.

## Promotes Good Work Habits

6. *Promotes safety and health habits.* Importance of this aim of the company publication cannot be overemphasized. Whether the paper should have a complete safety section as some do is debatable. In *The Textorian*, the safety information is worked in as regular news or feature material, depending upon its nature. Employees are more likely to read about safety or health when it is not segregated or labeled, "this is the safety section." Here the end is defeated before the reader reads.

In promoting safety consciousness, we published a series of cartoons, "Fumble Fingers." These were based on photographs of employees reenacting an actual plant accident; these in turn were based on safety records.

7. *Encourages ambition and ingenuity and promotes education.* In this connection we try to give frequent information about various educational activities going on in the schools and colleges in our city. Whenever possible, this is tied in with our industry—textiles.

For example, each year we use a picture of some of our employees at the International Textile Exhibition at the Woman's College of the University of North Carolina. Another is our picture story on hand loom weaving taught in the evening sessions of the city schools. In this connection, the contrasts between hand loom weaving and mechanized weaving were stressed.

In encouraging ambition among employees we frequently print the story of a successful employee told in his own words.

8. *Offers some entertainment.* Richard Calhoon, professor of personnel management at the University of North Carolina, Chapel Hill, tells how he feels on the subject:

"Although our attitude is not quite as callous as that of Marie Antoinette, who, when her people were clamoring

for bread said, 'Let them eat cake,' it seems sometimes that we are about as unrealistic as to what employees want in their employee publications. We can let go in connection with employee chit chat by saying that more and more authorities in the field are becoming skeptical of the value of departmental news despite surveys which might indicate to the contrary.

"Another claim is that departmental news is read only in the department written up. Poll after poll puts this type of stuff down at the bottom of the popularity list. The reason assigned by J. K. Barnes of Lever Brothers Company as quoted in the July 1949 issue of *Personnel* why 'the majority of these publications today are still gossip-filled, chit chat media, designed primarily to entertain' is a combination of lack of knowledge of what can be done, poor editing and the lack of authority on the part of the editors. These are interests to which we are appealing rather than wants. We cannot ignore interests, but that does not mean that we have to be governed by them."

10. *Ultimately serves as a liaison between management and labor, explaining the purpose of one to the other.*

Here appears the question: Should the company publication publish company news? For apparently reasonable reasons the majority of company periodicals avoid all mention of unions and organized labor activity, as such.

Newcomb and Sammons in *The Score* state: "The union exists just as materially as the carpenter shop. There is quite a lot of perfectly legitimate, non-controversial news about the union that *The Score* believes ought to be published. *The Score* considers the election of union officers news, as well as the beginning of negotiations.

"In survey after survey we find that employees are eager for facts about their companies. It seems logical that their appeal should be answered factually, logically, clearly and promptly . . . So within the limits of the company's public relations policy laid down by management, the editor should tell readers what they want to know."

*Both management and labor have one "boss" in common: the Consumer.* It is important that in explaining the common objectives of both that this is stressed in the company publication.

Now, with all these fine objectives in view, either consciously or subconsciously, life is just beginning for the industrial editor. He still must adopt various techniques and methods for achieving those goals, or otherwise he will be racing his motor.

So many factors play a part in putting over the messages or objectives and driving them home: format, frequency of publication, style of writing news and features, use of cuts, writing of cut lines, layout, methods of distribution, the psychological approach of the overall paper.

Here arise hundreds of problems caused by lack of knowledge and understanding on the part of the general public in regard to the meeting of deadlines, photograph policies, printing methods, and the fact that errors in typography will occur in printed matter, especially when publication is frequent.

One important factor which features more in the industrial press than in the public press is the angling of stories in the direction desired by the department head responsible for giving the information. This does not mean the coloring of the truth; it only means playing up the things which a department head wishes to stress.

I tend to agree with the Griswolds in their discussion of proper technique for publishing a company newspaper. They, in *Your Public Relations*, point out that it is better to treat the company paper as any other news publication, making it truly a news publication and not a publication of company directives. They state that management would do well to look upon the company newspaper as occupying in the company the same place the newspaper does in the community.

This plan is similar to the one followed in our own situation. *The Textorian* operates as a separate little enterprise, carrying advertising which pays its printing expenses. The mill communities' news and the news from management and the plants is treated in much the same manner as a county weekly's news.

## Danger Points

The Griswolds point out two dangerous tendencies in industrial publications. One is to ape the gossip commentators, and another is to go arty and sophisti-

(Please Turn to Page 28)

# PRSA 1950 NATIONAL COMMITTEES



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MAXWELL E. BENSON, Chairman, New Membership Committee. Public Relations Director, General Shoe Corporation, Nashville, Tenn.



MAXWELL E. BENSON

neither your company nor the economic system you represent can survive if the majority of the people decide firmly that they disapprove of the cut of your jib.

If they disapprove, conflict is inevitable and cannot be legislated out of existence. In today's complicated and fast-moving society, conflict can only be resolved by communication between groups, and this Mayo refers to as "the outstanding problem facing civilization today."

In no sense does this comment cast discredit on the technologies and the managerial marketing and sales skills that make mass production possible. It is another way of saying, however, that whereas in the past perhaps 95% of management's brains and energies were devoted to solution of technical problems, and only 5% — if that much — to human problems, in the future management of corporations that survive will devote the major share of their brains and energies and sympathies to human problems.

### Mass Mind Will Decide

Four years ago I ventured the opinion, and believe even more strongly today, that the time will come when what the mass mind thinks of the company behind the product will be just as important — in terms of corporate stability — as what the company says about its products. It is not enough to cry your wares. Today, and increasingly, the men and women who buy your products, the men and women who work for your companies, who live in your plant and office communities, who represent you in Congress, or who bargain collectively across the tables with your representatives, are interested in your character. And what they think of your character is reasonably apt to influence the vote they cast about the whole corporate system.

We must live, if we are to live as free men, in what my chief, Clarence Francis, calls a system of democratic capitalism. Ours is the most democratic system ever invented, an economic system where every day the consumer casts his vote for the product and the system of his choice. It is by public demand or public rejection that great industries rise or fall, not by edict of a Gauleiter.

### What Is Democracy?"

A strange transformation has come over the word democracy itself. Until

recently it was a political concept, a theory of government. Now you in marketing are working each day to broaden the economic democracy of the individual by giving him goods or services that he wants. In this evolution, the corporation itself is changing from the boss or one-man-leadership theory (Vanderbilt's famous "public be damned" school) into an instrument of democratic welfare.

## PUBLIC RELATIONS

**public relations.** 1. The activities of an industry, union, corporation, profession, government, or other organization in building and maintaining sound and productive relations with special publics such as customers, employees, or stockholders, and with the public at large, so as to adapt itself to its environment and interpret itself to society. 2. The state of such activities, or the degree of their success, in furthering public understanding of an organization's economic and social adjustment; as, good or poor public relations. 3. The art or profession of organizing and developing these activities; as, university courses in public relations; public relations requires technical skill in various techniques. Hence, public relations officer, director, counsel, or consultant.

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The change is by no means complete. Not all business has yet made the transition from the old philosophy that an enterprise is primarily a means to a personal end, to the new and growing school in management which believes, however, that business is more and more a public service function, to be rewarded through profit in proportion to its contribution to the public good.

I am convinced that this process of identifying business with the great goals of the human race, the great but simple goals, is all that can maintain today's free corporate system. We have achieved mass production, in peace and war, and nowhere have achieved mass serenity of the peoples of this land. Instead we have only contributed to their growing frustration, their decreasing stability, their reduced happiness. Examine the knots and tensions in your own lives for evidence.

### Must Identify Ourselves With the Simple Goals

Let us never for one moment give up our magnificent technologies. But do let us use our every power to identify the owners and managers of those technologies with the simple goals — better education for everybody's children, better

health and nutrition, better housing, better opportunities based on ability, more security for the aged and infirm, more respect for the opinion of any man who has opinions.

These are the qualities that add to human relations. These are the industrial goals to which today's brass hats and those whose ideas will be around tomorrow must pay first allegiance. The American people have never demanded perfection; they have mistrusted anyone who promises it. But they do demand from their industrial and political leaders the will to progress toward the great and simple goals.

The politicians have always understood this. Corporate survival depends on how quickly corporate management catches on.

### Summary

To summarize once more: Liberty and freedom are always on trial. Again and again they have been retired to the shadows where they gather rebellious strength during eras of human suppression; they are on trial today.

Secondly, the greatest asset of those who would destroy free men and free institutions is the sense of human frustration which we, in our mad rush toward technological, but not human progress, have allowed to develop. The future — not only of a business system but perhaps of western humanitarian civilization — hangs upon the willingness of today's men of business to concentrate their brains and energies into an all-out attack on human frustration.

It may be unorthodox to conclude with a definition. Be that as it may, the dictionary's first definition of "corporate" is: "Combines into one body; united." The second definition is: "Formed into a body by legal enactment." We can evaluate the success of our combined attack on human frustration if our fellow workers in our shops and plants choose of their own free will to be "combined into one body; united."

For if they do, it will be a token that we will have played our role in the restoration of human satisfaction, in the restoration of stability. We will have given back to modern man what he most needs and wants — a sense of participation in a way of life, a dedication to a common cause in which every man plays a vital part.

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# WELCOME TO NEW MEMBERS

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The Executive Committee of the Public Relations Society of America, Inc., meeting in official session,  
unanimously elected to membership in the Society the following individuals:

## ACTIVE MEMBERSHIP

- BOYD, MRS. FRANCIS T., Director of Public Relations,  
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- HOXTER, CURTIS JOSEPH, Director of Press Relations,  
United States Council of the International Chamber of Commerce,  
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Grocery Manufacturers of America, Inc., New York City
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Committee for Economic Development, New York City
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- WILLIAMS, SAMUEL BAKER, Director of Public Relations,  
Sylvania Electric Products, Inc., New York City

# BOARD OF DIRECTORS SPRING MEETING AT LITCHFIELD PARK, ARIZONA

*All PRSA Members Invited to Attend April 17-18 Sessions;  
Interim Reports of Code and Research Committees Planned*



PRSA LEADERS PLAN SPRING MEETING OF BOARD  
OF DIRECTORS

President J. Handy Wright (left) and Milton Fairman, Chairman of the Executive Committee, develop plans for the agenda of the Spring Meeting of the Society's Board of Directors at Litchfield Park, Arizona, April 17-18.

**A**LL SOCIETY MEMBERS ARE INVITED to participate in the regular Spring Meeting of the PRSA Board of Directors scheduled for The Wigwam, Litchfield Park, Arizona, April 17-18. (The Wigwam is 17 miles from Phoenix.) The Committee on Education and Research, Dr. Rex F. Harlow, Chairman, will meet the day preceding (April 16) to prepare an interim report on the Society's 1950 field research projects for development at the Board Meeting.

Choice of the site for the meeting is determined by the Board's policy for 1950 — with an annual meeting in New York City — to rotate the Spring and Fall Board meetings in other geographical areas where membership participation will be enhanced.

Time and place of the meeting is also chosen to dovetail with the Society's commitment to cooperate with the Los Angeles Chapter and the University of Southern California in the latter's management and public relations national conference April 20-21 in Los Angeles. Many PRSA directors will appear on the conference program.

Early indications are that the April 17-18 event will be heavily attended, with delegations from all chapters, including Honolulu. The two-day agenda will include discussion of membership reaction to the proposed Code of Ethics, recently distributed; study of development of at least four major Society research projects to be completed in 1950; implementation of a public relations program for the profession which will involve study of the use of film and visual aids; chapter development reports; organization of program content for the Society's 1950 Annual Meeting, etc.

Reservations should be made direct to: Manager PRSA Meeting, The Wigwam, Litchfield Park, Arizona. PRSA Director L. E. Judd has arranged a special rate for all Society members and their families. All hotel facilities will be at the disposal of PRSA guests, as the hotel is remaining open for the extended period to accommodate the Board functions.

As is customary, Board members will handle their own expenses, and family attendance is invited to take advantage of the recreational aspects of The Wigwam and its environs. Information on dress for the climate is available from PRSA headquarters, or from The Wigwam management. PRSA Director Lee Lyles has arranged for special railway equipment on the Santa Fe Lines, "The Chief," leaving Chicago April 13 at 1:30 P.M. and arriving at Phoenix April 15 at 8:00 A.M. Members wishing to take advantage of such planning should address: Lee Lyles, Assistant to the President, Santa Fe Lines, Chicago.

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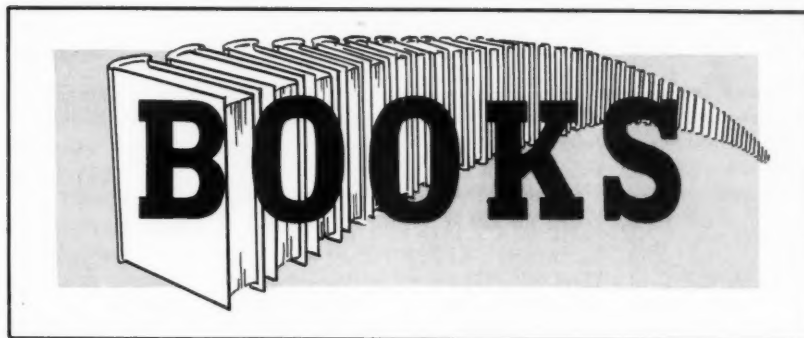
## PRSA 1950 REGISTER TO BE ISSUED MAY 1



The 1950 Register of the Public Relations Society of America — annual membership directory — will be published May 1. Information return forms have been mailed for use by all members in supplying reference material to be arranged in alphabetical, geographical and organizational classifications. The 1950 Register will also briefly list, for the first time, pertinent data regarding types of accounts handled by counselling firms, areas of activity of corporate and association departments of public relations.

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## DEVELOPMENT OF EXECUTIVE LEADERSHIP

*Reviewed by J. L. McPherson, Instructor, Boston University School of Public Relations.*

It is a commonplace that problems of human relations, in all their baffling complexity, are the most vital and challenging problems of our day. Such a statement is almost axiomatic for the field of public relations. And here in this volume of essays, we find again that questions of human relations have clearly overtaken and outstripped questions of techniques and of economics.

This collection of addresses by five business executives and an economist is directed to at least three sorts of problems: 1. What is leadership? 2. How may it be developed? 3. Toward what social ends should it be directed? The order of the book tends to take up these questions in reverse, as the reader finds in going from Professor Slichter's analysis, in the first essay, of the nature and prospects of our society as he sees it, to Mr. Dively's attempt, at the end, to deal with the ever-elusive individual qualities that go to make up "leadership."

Reading this book from back to front then, we encounter various approaches to these problems.

Mr. Dively, acknowledging modestly that we have little real knowledge about the combination of personal characteristics that go to make up a leader, suggests some of the qualities that appear to be necessary, touching briefly on the big and often neglected question of incentives and motives for leadership. He maintains an urbane recognition of the flexibility of social demands upon executives and of the necessary adaptiveness of business leadership to world changes.

Mr. Hall, of the Kroger Company, in perhaps the most interesting essay, points up the relationship between leadership and organizational structure. Proffering the experience of his own or-

ganization as a case study he shows (1) the organization changing over time and calling forth new methods of decision-making and assignment of responsibility, and (2) the evocation of initiative through the device of discussion operating both in the horizontal and vertical (staff and line) structure.

Mr. Given gives us another aspect of this process in his account of one program deliberately organized to recruit and train apprentices to fill executive vacancies. He describes in both its formal and informal aspects the apprentice-management program of the Brake-Shoe Company.

These three articles, the last three in the book, deal with the development of executive leadership within business organizations. The first three articles turn to the problem of the role of business leaders in the larger society, and the ends toward which they should strive. They reflect a widespread concern, common to all elements of our society, with finding a rationale for their operations.

In general, each represents a somewhat different approach. Mr. Boulware, moaning that "nobody understands us," offers to stand and do ideological battle, but the terms of conflict are semantically vague, the issues oversimplified. The role of business leadership is depicted as one of teaching and setting straight all the other elements of society.

Mr. Spates, also much on the defensive, also looking to business leaders to lead not only in business but also in society, stresses the overhauling of internal personnel relations — a program of actions rather than words. His program is enlightened, although one may doubt that it is, as suggested, an alternative to unionism. It is a set of principles that needs much more specification, being expressed in such general terms, to which all may give lip-service, as "freedom," "participation," "high standards," "recognition," etc.

Both Mr. Boulware and Mr. Spates seem to be somewhat more ambitious for the place of business leadership than Mr. Slichter, who, after appraising the situation, looks for business simply to share cooperatively and fairly in the making of history provided it can "re-gain some intellectual initiative"; they appear also more ambitious than Dean David, who in his introduction to the volume calls for "humility" and a recognition that the complexities of our problems call for diverse talents and backgrounds brought to their solution. Dean David offers what might well be a public relations motto when he says that "the public does not respond to intolerant, dogmatic or impervious leadership in politics, in labor, or in business."

Certainly it is the questions raised in the first part of this book that are of the most vital importance to public relations. It is good that they are raised. Perhaps Professor Slichter's constructive suggestions as to areas in which business leaders might strive to develop constructive ideas will point the way to future thought and planning. Whether his analysis is right or wrong, his article has a scope which belies the common belief that the academy is narrower than the marketplace. He is in many ways closer to the world of atomic bombs and pension plans in which the "public" — all of us — live than any of the other contributors to this volume. (DEVELOPMENT OF EXECUTIVE LEADERSHIP, edited by Marvin Bower, Harvard University Press. 130 pp. + XXII — \$2.50.)

## TWENTIETH CENTURY ECONOMIC THOUGHT

*Reviewed by Samuel G. Atkinson, Instructor, Boston University School of Public Relations.*

"Nothing seems to live so long as an economic fallacy," states Professor Glenn E. Hoover in his contribution to this collection of twenty articles by as many

authors on important economic issues of today. And if the reader becomes impatient with the carefully considered, sometimes hedging conclusions of several of the writers, he should keep Professor Hoover's warning in mind. In a rapidly changing world, principles that may have seemed almost axiomatic in the times of Adam Smith and Henry George need thorough re-examination and sometimes substantial revision. Consequently, the cautious approach of many of the authors is to be commended, even though the reader may be hopeful of quick, easy answers to the controversial problems raised.

*Twentieth Century Economic Thought* presents a wide variety of topics for the reader's consideration. The following chapter titles will give an idea of the scope of the material covered: "Government Control of Agricultural Prices," "The Modern Theory of Economic Fluctuations," "The Economics of Guaranteed Wages," "Ways to Industrial Peace," "Preserving Free, Competitive Enterprise," "Public Regulation of Trade Unions," "The Full Employment Standard: A Key Factor in Prosperity," "The Direct Control of Prices." As the preface points out, there is no attempt to relate one chapter to another, nor is there any desire for any one line of economic thought to pervade the entire volume.

Almost without exception, the contributors to this symposium of current economic thought are professors in universities and colleges throughout the country. Many of them have acted in advisory capacities to various government agencies. Some have attained eminence among economists, though it is safe to say that none are as well known as Alvin Hansen or Sumner Slichter insofar as the world of business is concerned.

The reader who is seeking endorsement of the trend toward a socialized state will find little comfort in this volume. But this is not to say that *Twentieth Century Economic Thought* is merely an extension of nineteenth century economic liberalism. For instance, the concept of guaranteed wages, though very cautiously handled, is by no means rejected. Full employment is not sought through the healthy operation of the free market alone, but by the creation of a fiscal-monetary system which would involve control of the total amount of the country's money supply by the federal

government. These are but two examples of sharp departures from the *laissez-faire* approach to economic problems. Others could be cited.

On the other hand, the solution suggested for the farm problem is based on a continued development of free enterprise and personal initiative. The author who handles this topic presents a strong case for abandonment of the parity-price approach in favor of research and education aimed to assist farmers in accomplishing the readjustment made necessary by market conditions, such a program to be supplemented by emergency measures in cases of natural disasters and serious economic depressions. Another writer stresses the dangers of bigness — whether government, labor, or business — to the free, competitive economy that he believes is essential to our national well-being. In other words, the thinking of the nineteenth century is by no means abandoned.

In conclusion, *Twentieth Century Economic Thought* is a comprehensive treatment of important problems of today, with a variety of points of view presented. He who has the courage — and the time — to investigate the complex and is not afraid of the sometimes ponderous style of the economist will be rewarded. (TWENTIETH CENTURY ECONOMIC THOUGHT, edited by Professor Glenn Hoover. The Philosophical Library, Inc., New York. 819 pp. + XIII — \$12.00.)

#### PATTERNS OF PUBLICITY COPY

Reviewed by Wesley Pratsner, Professor of Public Relations, Boston University.

For relatively inexperienced publicity and public relations writers, Stewart Harral has provided some timely suggestions and concrete ideas in *Patterns of Publicity Copy*.

Mr. Harral, a member of the faculty at the University of Oklahoma, has previously written four texts dealing with similar problems for churches and for educational institutions.

"Today," says the author, "... publicity copy is virtually indispensable to newspapers ... because (they) do not have the time or manpower to dig news out of numberless organizations, institutions, and companies." He points out that there is a lamentable waste of time and effort because releases often fail to hit the intended target.

A well-known newspaper editor recently wrote, "Some of the releases I

receive are so badly done, I feel like rewriting them before throwing them into the wastebasket."

Mr. Harral makes plain that *Patterns of Publicity Copy* is not a cure-all or key to success for writers. Rather, says he, "the book's purpose is to discuss and evaluate many of the devices used by top-flight publicists, with the hope that all who write releases can improve the quality of their stories."

There are 9 chapters in the book, eight of which are devoted to such subjects as words, pretesting copy, getting the reader's attention, copy policy, the commonplace, secrets of successful publicists, and tested pathways to placement. One titled "Dressing Your Facts With Fiction," while interesting, should be handled by the newcomer with great care. There is a tendency to overplay stories, building through fiction and using only a sprinkling of facts.

The last chapter, "Here's Proof of the Pudding" contains many specimen stories used for one or another reason by publicists, some of whom are well-known in the field of publicity and public relations.

The majority of the stories used by Mr. Harral are good. For example, the personality piece by Syd Eiges, NBC vice president in charge of press relations, is excellent. However, a relief fund story — quoted by the author as being newsworthy — is open to debate. But criticism on that score is not entirely valid. No two publicity men ever handle a story in exactly the same manner. Individual stylists often capture an editor's imagination. Another newspaper editor would throw it away.

Writing publicity stories, features or special articles is an art and one improves only by writing about every possible subject, over and over again. As the years go by, a competent publicity man is able to do an acceptable piece about protection from the H-bomb to one on the safety features of Hopalong Cassidy's toy 38-cal. pistols for kids.

Mr. Harral provides his readers with a well-organized check list for publicity copy, an adaption from an earlier work. *Patterns for Publicity Copy* is worth reading. College students interested in this field will find it excellent as a reference text. (PATTERNS OF PUBLICITY COPY, by Stewart Harral. University of Oklahoma Press. 185 pp. — \$2.75.)

# Make Your Publicity Releases Work for You! Patterns of Publicity Copy

By STEWART HARRAL

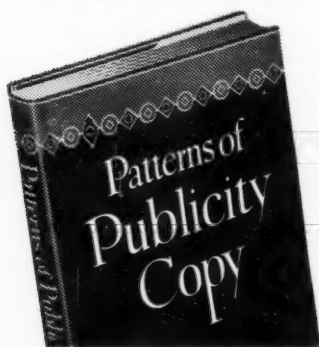
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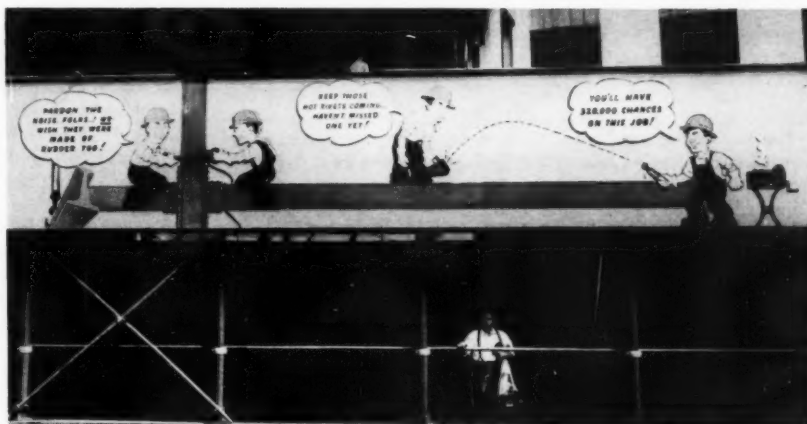
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## BRIEFS

The Law Society of British Columbia, at its last convention, proposed a public relations campaign using paid newspaper space. The campaign is now being implemented with two-column by six inch advertisements in Vancouver and local papers throughout the province. Each ad is a representation of a memo pad with the words "Legal Service" across the top. The written memorandum gives some simple fact in regard to aspects of legal service. Details are reported in *Editor & Publisher*, January 28.

Goodyear Tire and Rubber Company used a "Special Edition" of its employee publication, *The Wingfoot Clan*, to report 1949 operations. In addition to customary dollar-income-distribution information the issue carries reports by the various vice presidents on their own divisions; an article bringing the stockholder on to the team; the total of what employees themselves paid in taxes through payroll deductions; and the amounts "painlessly" deducted for union dues. The relationship between big and small business is touched



Construction on the Mutual Life Insurance Building, New York, proceeds in keeping with the "good neighbor" spirit. A riveter, astride a steel beam, apologizes, "Pardon the noise, folks! We wish they were made of rubber tool!" Doremus & Co. directs P.R.

"Social Insurance, Pensions and other 'Fringe Benefits'" is the title of a recent issue of *Business Information Sources* which contains current references on how to set up a pension plan, the cost of a pension plan, collective bargaining procedures in pension planning and other phases of the subject. Copies are available from the Business Information Bureau, Cleveland Public Library, 325 Superior Avenue, Cleveland, at 10c.

Attacking misinformation is the stated goal of the February 7 *Employee Relations News Letter* of the General Electric Company. The publication reproduces letters and telegrams received from union leaders and those sent by company management in reply. An introductory paragraph states: "No attempt is made to reply in kind to the more emotional passages in the communications which were received. Rather, our letters are an effort to supply some basic information which may be helpful in appraising the issues and events in the current dispute between the two unions involved."

upon as is the cost of providing equipment for a single job. It is the "first try" for Goodyear and, according to L. E. Judd, Director of Public Relations, "We are going to run some checks on readership and reaction which should help us to learn whether or not we are on the target."

\* \* \*

Another handbook has been issued by The Oil Industry Information Committee. Titled "Organizing and Conducting Oil Men-Community Leaders Meetings" it deals with such topics as "Who are the Opinion Molders?", "How Best to Tell Your Story", and tells how to set up and conduct community meetings. Twelve pages of sound, practical advice for those in the oil industry.

\* \* \*

"A Report to the Staff," an eight-page annual report for the employees of American National Bank and Trust Company of Chicago, is a departure from usual procedure in banking circles. No "formal"



## BRIEFS — Continued

financial report is given. Two pages deal with the "1949 Income Dollar"; one explains graphically where it came from and the other page deals with how it was used. Other pages present (also in graphic form) the bank's growth, and "hidden pay" items such as pensions, vacations, insurance, etc. C. A. Hemminger is Director of Public Relations for the bank.

\* \* \*

McKesson & Robbins turns its attention toward the field of supplier relations with the issuance of an attractive booklet titled *The Manufacturer and McKesson & Robbins*. Designed to give manufacturers "a broader as well as a more detailed picture of what McKesson & Robbins is and the specialized functions which we perform; to provide them with a clearer understanding of how our organization can help them reach their markets effectively and profitably; to tell them something about the type of products we distribute and the policies which govern our operations; and to offer their sales representatives suggestions as to how they can make the most productive use of our services and facilities" the booklet goes on to do this job in a well-organized and friendly fashion.

\* \* \*

The Institute of Public Relations, a British PR organization, is awarding a prize of twenty-five guineas for the best original thesis submitted by a member of the Institute on one of two subjects: (1) "The Possibilities and Limitations of Public Relations," and (2) "A Basis for a Code of Professional Etiquette, Behavior and Practice in Public Relations." The theses are to be submitted not later than June 30, 1950. It is assumed they will be judged and published shortly thereafter.

\* \* \*

Mr. D. C. Brookes, lecturer in the presentation of technical information, University College, London, authors a stimulating article entitled, "The First Principles of Clear Statement," appearing in the *Journal of the Institute of Works Managers*, published for British industrial management. Mr. Brookes emphasizes that writers must answer several questions before embarking upon their script. The writer should seek answers to such questions as, "Who am I for the purpose of this communication?", "Who are my readers?", "What shall be the tone and the technical level of the article?", and finally, "What is the subject and what do my readers already know about it?". He states that, "The first principle of clear statement can be enunciated as: both author and reader must know at all times who is being addressed, by whom, on what subject and on what technical level."

\* \* \*

From Britain, too, comes echoes of a familiar problem. In the *Journal of the Institute of Public Relations*, the question is asked: "Why public relations and publicity?" "Are we dealing with a single function or with two," asks the writer. The author states that his own view has always been that they are a single function having two aspects, as public relations and publicity are not two activities but two ways of pursuing the same activity. The author believes the fundamental difference is that public relations deals with the individual and publicity deals with people in the mass.

\* \* \*

Oklahoma A & M's campus will on March 20-25 again be the locale for the Annual Industrial Editors' Short Course. As in previous years, the course in industrial journalism will be directed by PRSA member and former director Clement E. Trout, Head of the Technical Journalism Department at Oklahoma A & M College, Stillwater, Oklahoma.

\* \* \*

Donald R. Richberg, in an article entitled, "Where is Organized Labor Going?", comments that, "The founders of religions that have ruled the minds of millions for centuries appealed to the deep human yearning for immortality — that pointed the way to spiritual salvation. Today new teachers are appealing to the universal human desire for material comfort and security in this life. They will assume to point the way to economic salvation. Their new religion may lack spiritual grace; but do not think that it lacks emotional appeal!" Mr. Richberg urges a direct counter-appeal to convince people, bewildered by the complexity of an industrial civilization, that mankind has already found the way to economic salvation and that the false prophets of national socialism are trying to lead mankind back into the swamps and jungles of poverty, ignorance and tyranny.—*The Management Review*, February, 1950.

\* \* \*

Reported in *Vital Speeches of the Day* (February 1, 1950) is a challenging statement by Dr. Glenn E. Hoover, President, Pacific Coast Economic Association. Under the title "Economics for the Citizen" he says, among other things, that, "The need for intelligent social action is so urgent that we should consider if we have rightly divided our efforts as between teaching and research. Concentration on research, which has pushed the natural sciences forward at so dazzling a speed, may be the chief cause of the relative futility of the social sciences. By neglecting our teaching we may add to our knowledge — but 'Knowledge for What?', as Professor Lynd asked in his thoughtful book of a decade ago. He there warned us as follows:

*"Research without an active selective point of view becomes the ditty bag of an idiot, filled with bits of pebbles, straws, feathers, and other random pourings."*

Dr. Hoover further comments, "If research is to be subordinated to teaching, we should not restrict ourselves to teaching young collegians. We must teach the adults who create public opinion and determine governmental policies . . . If young people see that we are really serious about adult education, they will know that graduation ceremonies are not designed to mark the end of the educational process. We should never permit them to believe that by reaching the age of consent — or even the voting age — they have thereby earned the right to forever neglect those problems which only an informed citizenry can solve."

\* \* \*

Speaking of economic education, Mr. Russell H. Mack outlines a series of short courses dealing with current problems best calculated to be of the greatest interest and value to supervisory personnel. His suggested topics appear in *The Advertisers' Digest* for February, 1950.

\* \* \*

Despite the assistance of public relations experts, United States business men, especially those representing "big business" have failed in public presentations of their side of controversies," according to Dean E. T. Grether of the University of California's School of Business Administration. Dean Grether said: "That in policy decisions affecting labor and government relations and price changes, business has been beset by labor in presenting the cases to the public." The answer may be that, "labor leaders come up from the ranks, fighting on the floor of meetings, and therefore are more at home and more adept on the public platform." He called for "an increasing amount of frank and open discussions of business and public problems by management."—*Publicity Record*, January 30, 1950.



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## THIS LIES AHEAD — Continued

packages for a local store, starting a paper route in his spare time — in the grand American tradition of working one's way up to his own chosen goal. She might have added that he had had three new pairs of shoes this year, several pairs of corduroy trousers, a couple of coats, a catcher's mitt, a fishing rod and two new sweaters — things which no child in any other country had had in that time, and Glen might have agreed that he was not so badly off as he at first seemed to be.

A way must be found to tell this boy and his millions of brothers and sisters these things — to prove them to him, to dramatize them to him. His hatred of the company his father works for is emotional; only by similarly appealing to his emotions can a favorable attitude be implanted within him. And I do not think this can be accomplished with comic books depicting the life of Thomas Edison or by passing out pamphlets in grade school telling the boy how nutritious white bread is for him.

The very fact that Glen's mother did not tell him these things proves that we have missed doing this job with the present generation, but as representatives of American business, you must not miss with the next generation. Today, you find the Wilson boy hating a system before he is in his teens, and when he reaches 19 or 25 and he hears from the crackpots and malcontents what a wonderful job Socialism is doing in England, and how fine life is in Russia under Communism, that piles up on top of his early hatred, and he possesses a series of invidious comparisons which leaves the greatest country in the world finishing a bad third.

This is not a new situation to any of you, but it is one of the greatest road blocks in getting Americans to appreciate the virtues of our private enterprise system and the personal liberties of the American citizen.

I have given you this somewhat primitive outline only as a preamble to my conception of the most important task that lies ahead for public relations: convincing Americans, while they are young, of the undeniable fact that here we have the greatest opportunities, the highest standard of living, the greatest future of any nation in the world.

So far we have failed, most of us, to get the truth about those we represent

accepted because of multiple barriers against such acceptance. I only know that the problems that lie ahead in the field of public relations will never be solved unless we begin to inculcate a favorable understanding in the young generation's minds.

We must reach our young people. It may be too late to infuse today's Mrs. Wilsons with a full understanding of what our clients stand for and what business means. We can keep trying. But while there is time, we must reach the unformed minds before they hate a system that will not let everybody on Pitt Street have a bicycle.

I never met Mike Zabosky in Cleveland, the man we wrote the paper for; I did meet one of his co-workers at a steel plant. His name was Stanley Stasiak. Stanley had a Maxwell Roadster, so you know it wasn't yesterday that I talked to big Stanislaus. It was 30 years ago. I asked Mr. Stasiak how he liked work in the steel plant, and Stanley said, "Here is fine. I got car. I got six room house. My kids go to school. In Poland only baron can do this."

Since we have missed Stanley's children, let's get his grandchildren to feel the way he did.

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### Employee News Publications for That "First" Public

(Continued from Page 16)

cated, instead of giving the employee a real honest to goodness newspaper. With this, *The Textorian* agrees, and giving employees a real newspaper is what it tries to practice.

There is a story about a farmer who put his mother in a nursing home in the city and took her some milk injected with a bit of brandy. The old lady drank the milk, and said, "Son, don't ever sell that cow."

So it is with the company newspaper or magazine. In spite of booms and depressions, this medium has made its reputation as a tried and true means of management communication with its first and most important public — the employees. There is a big doubt that industry will ever "sell that cow."

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